

A Selected Bibliography



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Preface

Human Dimensions of Strategic Leadership is one of the enduring themes of the U.S. Army War College curriculum. The books, periodical articles, and audiovisuals listed in this bibliography reflect various elements of that theme.

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HUMAN DIMENSIONS OF STRATEGIC LEADERSHIP

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Table of Contents

Human Dimensions of Strategic Leadership – General Information	1
Critical/Creative/Systems Thinking	12
Leading and Managing Change	16
Military Culture and Organizational Climate	22
Civil-Military Relations	27
Negotiation	31
Combat Related Human Dimensions.	34

Human Dimensions of Strategic Leadership – General Information

"Blessed is the leader who seeks the best for those he serves."

Author Unknown

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Critical/Creative/Systems Thinking

*"Whatsoever a man thinketh in his heart, so is he."
Proverbs 23:7 (KJV)*

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"If you don't like change, you're going to like irrelevance even less."

GEN Eric K. Shinseki, 8 November 2001

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Military Culture and Organizational Climate

“Military culture is an amalgam of values, customs, traditions, and their philosophical underpinnings that, over time, has created a shared institutional ethos ... Climate is essentially how members of an organization feel about the organization.”

Walter F. Ulmer, Joseph J. Collins, and T.O. Jacobs, 2000

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Civil-Military Relations

"...one of the challenges for me is to somehow prevent a chasm from developing between the military and civilian worlds, where the civilian world doesn't fully grasp the mission of the military, and the military doesn't understand why the memories of our citizens and civilian policy makers are so short..."

William S. Cohen, 1997

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Negotiation

*"Let us never negotiate out of fear. But let us never fear to negotiate."
John F. Kennedy, 20 January 1961*

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Combat Related Human Dimensions

*"The beginning of leadership is a battle for the hearts and minds of men."
Field Marshall Bernard L. Montgomery*

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Human Dimensions of Strategic Leadership. The Army has long recognized that regardless of current doctrine and technology, wars are fought by men and women operating under conditions of extreme stress and uncertainty. As such, it is critical that strategic leaders have a deep understanding – derived from a study of history and behavioral sciences — of the complexity of human behavior under such conditions. Equally important, strategic leaders must get the best ideas and viewpoints from all stakeholders if they are to make high-quality decisions that achieve high acceptability among the diverse groups that make up our changing Army and country. Lastly, strategic leaders must thoroughly understand the culture of the organizations they lead, how to influence that culture, and how to build healthy, resilient, learning organizations that are equal to the challenges ahead. The successful strategic leader will be one who melds all aspects of the human dimension into the practice of the strategic art.

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